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**THE INFLUENCE OF OPERATIONAL STRESS AND ORGANISATIONAL
STRESS TOWARD WORK ENGAGEMENT AMONG POLICE OFFICERS IN
PAHANG CONTINGENT**



By

VIJAYAN A/L MUNEIRETNAM

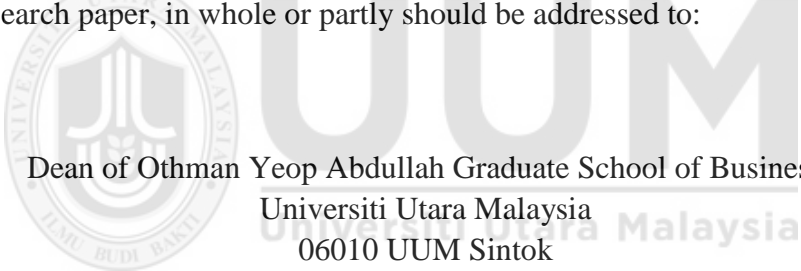
Universiti Utara Malaysia

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Partial Fulfilment of the Requirement for the Master of Science (Management)**

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ABSTRACT

Police officers are trained to be strong mentally and physically in police training centre for about six to nine months training period. The purpose of this training is to transform an ordinary common man to a fit and engage with their police job. There are many reasons contribute to work engagement toward their policing job. There is an increasing concern with stress within the workplace, which can give negative or positive contribution to the work engagements. The main objective of this research is to identify nature factor which affecting work engagement among police officers in Pahang contingent through data analysis. Apart from that to study the work engagement among police officers in Pahang contingent involved operational stress, organization stress around study. The current studies focused on identifying the relationship between occupational stress such as organisational stress and operation stress and the impact toward work engagement in policing job among 329 police officers specifically at Pahang contingent. Data are collected from 329 inspectors and the data are analysis using SPSS version 21 in researching the factors that influence work engagement among 329 police officers Pahang contingent state. This study found that operational stress sig. 0.002 ($p < 0.05$) and organizational stress sig. 0.001 ($p < 0.05$) are influence job engagement among police officers in Pahang contingent. This occupational stress also gives negative impact toward the job engagement among the police officers in Pahang contingent.

Keywords: *operational stress, organizational stress, work engagement, policing job and police officer, Pahang contingent*

ABSTRAK

Pegawai polis dilatih untuk menjadi kuat dari segi mental dan fizikal di pusat latihan polis selama kira-kira 6 hingga 9 bulan dalam tempoh latihan. Tujuan latihan ini adalah untuk transformasikan seorang seseorang individu dari kalangan orang awam kepada seorang pegawai polis yang baik, tegas, berdisiplin dan berintergiriti tinggi dan komitmen dengan kerjaya kepolisan. Sepanjang tempoh perkhidmatan, mereka akan mengendalikan pelbagai situasi yang memerlukan mereka untuk berdikari dalam tugas mereka untuk memberikan perkhidmatan cemerlang kepada masyarakat dan negara. Oleh yang demikian mereka perlu sentiasa bersiap sedia secara mental dan fizikal yang untuk melaksanakan tugas mereka sepertimana ditetapkan oleh pucuk kepimpinan Polis Diraja Malaysia dan juga sepertimana yang diperuntuhkan dalam undang-undang negara. Sepanjang tempoh perkhidmatan mereka acap kali terdedah kepada pelbagai cabaran dalam melaksanakan penugasan mereka samada cabaran dalaman dan cabaran luaran yang kemungkinan besar boleh memberi impak kepada minat mereka terhadap kerjaya polis ini. Kajian ini dibuat keatas 329 pegawai kanan polis khususnya di negeri Pahang. Kajian ini menggunakan pendekatan data analisis yang dikumpul daripada 329 pegawai kanan polis. Kertas kajian ini mendapati tekanan kerja yang dialami dari segi operasi sig. 0.002 ($p < 0.05$) dan organisasi sig. 0.001 ($p < 0.05$) yang dialami oleh pegawai-pegawai polis diatas mempengaruhi minat dalam kerjaya mereka di kontijen Pahang. Tekanan kerja ini turut memberi impak negatif terhadap minat pegawai tersebut dalam menjalankan tugas mereka.

Kata kunci: *tekanan kerja semasa dari operasi, tekanan kerja dari organisasi, minat terhadap kerjaya, kerjaya polis dan pegawai kanan polis, kontijen Pahang*

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LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviation
CPO	Chief Police Officer
DV	Dependent Variable
H1	Hypothesis 1
H2	Hypothesis 2
IGP	Inspector General Police
IV	Independent Variable
OCPD	Officer In charge Police District
PDRM	Polis Diraja Malaysia
RMP	Royal Malaysian Police
Sig.	Sigma Value
SPSS	Statistical Package for Social Science



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CHAPTER 1

INTRODUCTION

1.1 Background of Study

The Royal Malaysia Police (RMP) and in Malay known as Polis Diraja Malaysia (PDRM), is a leading law and enforcement agency in Malaysia. The force is a centralised organisation in Malaysia. Its headquarters are located at Bukit Aman, Kuala Lumpur. The police force is led by an Inspector-General of Police (IGP). The current IGP is Datuk Seri Abdul Hamid Bador. The constitution, control, employment, recruitment, funding, discipline, duties and powers of the police force are specified and governed under Police Act 1967. In carrying out its responsibilities, the regular RMP is also assisted by a support group of Extra Police Constables, Police Volunteer Reserves, Auxiliary Police, Police Cadets and a civilian service element.

Royal Malaysia Police (RMP) has ten main departments. This department have their own function and are the core elements of Royal Malaysia Police force in overall to serve the national and people. The Royal Malaysian Police (RMP) departments are as per below table:

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APPENDIX

APPENDIX – A Questionnaire

My name is Vijayan Muneiretnam. This survey is for my master's course and a part of my studies in MSc. (Management) for research paper fulfillment at University Utara Malaysia, Kuala Lumpur Campus. Thank you for willingness to complete this survey. There is no right or wrong answer, but your sincere opinion is highly appreciated. Thank you very much for you time.

Part-1 Demographic Profile

Directions: Please read each statement carefully and tick (/) your answer.

1. Gender:

- ☐ Male
- ☐ Female

2. Age:

- ☐ 18-24
- ☐ 25- 31
- ☐ 31-36
- ☐ 36-37
- ☐ 37-older

3. Level of Education.

- ☐ Diploma
- ☐ Bachelor's Degree
- ☐ Master's Degree

4. Marital Status:

- ☐ Single
- ☐ Married
- ☐ Widowed
- ☐ Divorced
- ☐ Separated

5. Department:

- ☐ Management
- ☐ Special Branch
- ☐ Crime
- ☐ Narcotic crime
- ☐ Commercial Crime
- ☐ Traffic
- ☐ Community Policing and Crime Prevention (JPJKK)
- ☐ Integrity (JIPS)
- ☐ Strategic Resources and Technology (StaRT)
- ☐ Public Order (KA)

6. Serving Year in PDRM

- ☐ Below 5 Years
- ☐ 5- 10 Years
- ☐ 10-20 Years
- ☐ Above 20 Years

APPENDIX

Part- 2

Operational Police Stress Questionnaire

Below is a list of items that describe different aspects of being a police officer. After each item, **please circle** how much stress it has caused you over the past 6 months, using a 7-point scale (see below) that ranges from “No Stress At All” to “A Lot of Stress”:

No Stress at All			Moderate Stress			A Lot of Stress
1	2	3	4	5	6	7

- | | | | | | | | |
|--|---|---|---|---|---|---|---|
| 1. Shift work | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. Working alone at night | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Over-time demands | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. Risk of being injured on the job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. Work related activities on days off (e.g. court, community events) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. Traumatic events (e.g. MVA, domestics, death, injury) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. Managing your social life outside of work | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. Not enough time available to spend with friends and family | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. Paperwork | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. Eating healthy at work | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. Finding time to stay in good physical condition | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. Fatigue (e.g. shift work, over-time) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. Occupation-related health issues (e.g. back pain) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. Lack of understanding from family and friends about your work | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. Making friends outside the job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16. Upholding a "higher image" in public | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17. Negative comments from the public | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18. Limitations to your social life (e.g. who your friends are, where you socialize) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19. Feeling like you are always on the job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20. Friends / family feel the effects of the stigma associated with your job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

APPENDIX

Part- 3

Organizational Police Stress Questionnaire

Below is a list of items that describe different aspects of being a police officer. After each item, **please circle** how much stress it has caused you over the past 6 months, using a 7-point scale (see below) that ranges from “No Stress At All” to “A Lot of Stress”:

No Stress at All			Moderate Stress			A Lot of Stress
1	2	3	4	5	6	7

- | | | | | | | | |
|--|---|---|---|---|---|---|---|
| 1. Dealing with co-workers | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. The feeling that different rules apply to different people (e.g. favoritism) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Feeling like you always have to prove yourself to the organization | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. Excessive administrative duties | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. Constant changes in policy / legislation | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. Staff shortages | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. Bureaucratic red tape | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. Too much computer works | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. Lack of training on new equipment | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. Perceived pressure to volunteer free time | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. Dealing with supervisors | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. Inconsistent leadership style | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. Lack of resources | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. Unequal sharing of work responsibilities | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. If you are sick or injured your co-workers seem to look down on you | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16. Leaders over-emphasise the negatives
(e.g. supervisor evaluations, public complaints) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17. Internal investigations | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18. Dealing the court system | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19. The need to be accountable for doing your job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20. Inadequate equipment | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

APPENDIX

Part- 4

Work Engagement

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the '0' (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

	Almost never	Rarely	Sometimes	Often	Very often	Always
1	2	3	4	5	6	7
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

- | | | | | | | | |
|--|---|---|---|---|---|---|---|
| 1. At my work, I feel bursting with energy | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. I find the work that I do full of meaning and purpose | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. Time flies when I'm working | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. At my job, I feel strong and vigorous | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. I am enthusiastic about my job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. When I am working, I forget everything else around me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. My job inspires me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. When I get up in the morning, I feel like going to work | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. I feel happy when I am working intensely | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. I am proud on the work that I do | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. I am involved oneself deeply in my work | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. I can continue working for very long periods at a time | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. To me, my job is challenging | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. I get carried away when I'm working | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. At my job, I am very resilient, mentally | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16. It is difficult to detach myself from my job | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17. At my work I always persevere, even when things do not go well | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

-Thank You-

APPENDIX

APPENDIX- B - SPSS OUTPUTS

RELIABILITY

Operational Stress

Reliability Statistics

Cronbach's

Alpha	N of Items
.978	20

Organizational Stress

Reliability Statistics

Cronbach's

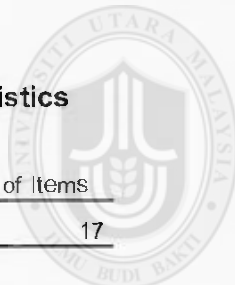
Alpha	N of Items
.982	20

Work Engagement

Reliability Statistics

Cronbach's

Alpha	N of Items
.963	17



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NORMALITY

Descriptives

		Statistic	Std. Error
Operational Stress	Mean	4.8515	.06541
	95% Confidence Interval for Mean	Lower Bound	4.7228
		Upper Bound	4.9802
	5% Trimmed Mean	4.9178	
	Median	5.2000	
	Variance	1.408	
	Std. Deviation	1.18643	
	Minimum	1.00	
	Maximum	6.70	
	Range	5.70	
	Interquartile Range	1.57	
	Skewness	-.886	.134
	Kurtosis	.140	.268

APPENDIX

Descriptives

			Statistic	Std. Error
Organizational Stress	Mean		4.8340	.06680
	95% Confidence Interval for Mean	Lower Bound	4.7026	
		Upper Bound	4.9655	
	5% Trimmed Mean		4.9020	
	Median		5.1500	
	Variance		1.468	
	Std. Deviation		1.21167	
	Minimum		1.00	
	Maximum		6.75	
	Range		5.75	
	Interquartile Range		1.75	
	Skewness		-.846	.134
	Kurtosis		.025	.268



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Descriptives

			Statistic	Std. Error
Work Engagement	Mean		4.5260	.06612
	95% Confidence Interval for Mean	Lower Bound	4.3959	
		Upper Bound	4.6561	
	5% Trimmed Mean		4.5668	
	Median		4.6471	
	Variance		1.439	
	Std. Deviation		1.19939	
	Minimum		1.00	
	Maximum		6.88	
	Range		5.88	
	Interquartile Range		1.79	
	Skewness		-.435	.134
	Kurtosis		-.384	.268

APPENDIX

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Operational Stress	.123	329	.000	.928	329	.000
Organizational Stress	.129	329	.000	.930	329	.000
Work Engagement	.059	329	.008	.977	329	.000

a. Lilliefors Significance Correction

DESCRIPTIVE ANALYSIS

Demographic

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	219	66.6	66.6	66.6
	Female	110	33.4	33.4	100.0
	Total	329	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	11	3.3	3.3	3.3
	25-31	127	38.6	38.6	41.9
	31-36	157	47.7	47.7	89.7
	36-37	22	6.7	6.7	96.4
	37-older	12	3.6	3.6	100.0
	Total	329	100.0	100.0	

Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	29	8.8	8.8	8.8
	Bachelor's Degree	281	85.4	85.4	94.2
	Master's Degree	19	5.8	5.8	100.0
	Total	329	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
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APPENDIX

Valid	Single	94	28.6	28.6	28.6
	Married	229	69.6	69.6	98.2
	Divorced	4	1.2	1.2	99.4
	Separated	2	.6	.6	100.0
	Total	329	100.0	100.0	

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management	37	11.2	11.2	11.2
	Special Branch	49	14.9	14.9	26.1
	Crime	81	24.6	24.6	50.8
	Narcotic Crime	38	11.6	11.6	62.3
	Commercial Crime	37	11.2	11.2	73.6
	Traffic	40	12.2	12.2	85.7
	Community Policing and Crime Prevention	15	4.6	4.6	90.3
	Integrity	7	2.1	2.1	92.4
	Strategic Resources and Technology	14	4.3	4.3	96.7
	Public Order	11	3.3	3.3	100.0
	Total	329	100.0	100.0	

Serving Years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5 years	127	38.6	38.6	38.6
	5-10 years	127	38.6	38.6	77.2
	10-20 years	70	21.3	21.3	98.5
	Above 20 years	5	1.5	1.5	100.0
	Total	329	100.0	100.0	

APPENDIX

Operational Stress

Statistics

Operational Stress

N	Valid	329
	Missing	0
Mean		4.8515
Std. Deviation		1.18643

Statistics

		Shift Work	Working alone at night	Overtime demands	Risk of being injured on the job	Work related activities on days off (eg court, community events)
N	Valid	329	329	329	329	329
	Missing	0	0	0	0	0
Mean		4.7477	4.7994	4.9635	4.9331	4.9818
Std. Deviation		1.55789	1.51291	1.43727	1.52272	1.40978

Statistics

		Traumatic events	Managing your social life outside of work	Not enough time available to spend with friends and family	Paperwork	Eating healthy at work
N	Valid	329	329	329	329	329
	Missing	0	0	0	0	0
Mean		4.7264	4.7112	5.0122	5.0122	4.5137
Std. Deviation		1.51756	1.60180	1.51008	1.55778	1.75668

Statistics

		Finding time to stay in good physical condition	Fatigue (shift work, over time)	Occupational- related health issues (back pain)	Lack of understanding from family and friends about your work	Making friends outside the job
N	Valid	329	329	329	329	329
	Missing	0	0	0	0	0
Mean		4.5653	4.8815	4.8602	4.7568	4.6596
Std. Deviation		1.64432	1.55428	1.50969	1.61032	1.68374

APPENDIX

Statistics

		Upholding a "higher image" in public	Negative comments from the public	Limitations to your social life (eg who your friends are, where you socialize)	Feeling like you are always on the job	Friends/family feel the effects of the stigma associated with your job
N	Valid	329	329	329	329	329
	Missing	0	0	0	0	0
Mean		4.8116	4.9149	4.9696	5.1125	5.0973
Std. Deviation		1.65308	1.58462	1.61707	1.63315	1.71692

Shift Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	15	4.6	4.6	4.6
	Slightly Stressed	19	5.8	5.8	10.3
	Quite Stressed	29	8.8	8.8	19.1
	Moderate Stressed	63	19.1	19.1	38.3
	Really Stressed	84	25.5	25.5	63.8
	Very Stressed	83	25.2	25.2	89.1
	A lot of Stressed	36	10.9	10.9	100.0
	Total	329	100.0	100.0	

Working alone at night

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	12	3.6	3.6	3.6
	Slightly Stressed	19	5.8	5.8	9.4
	Quite Stressed	31	9.4	9.4	18.8
	Moderate Stressed	56	17.0	17.0	35.9
	Really Stressed	86	26.1	26.1	62.0
	Very Stressed	93	28.3	28.3	90.3
	A lot of Stressed	32	9.7	9.7	100.0
	Total	329	100.0	100.0	

APPENDIX

Overtime demands

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	11	3.3	3.3	3.3
	Slightly Stressed	7	2.1	2.1	5.5
	Quite Stressed	28	8.5	8.5	14.0
	Moderate Stressed	64	19.5	19.5	33.4
	Really Stressed	91	27.7	27.7	61.1
	Very Stressed	83	25.2	25.2	86.3
	A lot of Stressed	45	13.7	13.7	100.0
	Total	329	100.0	100.0	

Risk of being injured on the job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	9	2.7	2.7	2.7
	Slightly Stressed	18	5.5	5.5	8.2
	Quite Stressed	29	8.8	8.8	17.0
	Moderate Stressed	57	17.3	17.3	34.3
	Really Stressed	83	25.2	25.2	59.6
	Very Stressed	83	25.2	25.2	84.8
	A lot of Stressed	50	15.2	15.2	100.0
	Total	329	100.0	100.0	

Work related activities on days off (eg court, community events)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	4	1.2	1.2	1.2
	Slightly Stressed	17	5.2	5.2	6.4
	Quite Stressed	27	8.2	8.2	14.6
	Moderate Stressed	58	17.6	17.6	32.2
	Really Stressed	98	29.8	29.8	62.0
	Very Stressed	77	23.4	23.4	85.4
	A lot of Stressed	48	14.6	14.6	100.0
	Total	329	100.0	100.0	

APPENDIX

Traumatic events

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	19	5.8	5.8	5.8
	Slightly Stressed	10	3.0	3.0	8.8
	Quite Stressed	32	9.7	9.7	18.5
	Moderate Stressed	57	17.3	17.3	35.9
	Really Stressed	106	32.2	32.2	68.1
	Very Stressed	73	22.2	22.2	90.3
	A lot of Stressed	32	9.7	9.7	100.0
	Total	329	100.0	100.0	

Managing your social life outside of work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	14	4.3	4.3	4.3
	Slightly Stressed	23	7.0	7.0	11.2
	Quite Stressed	34	10.3	10.3	21.6
	Moderate Stressed	60	18.2	18.2	39.8
	Really Stressed	82	24.9	24.9	64.7
	Very Stressed	74	22.5	22.5	87.2
	A lot of Stressed	42	12.8	12.8	100.0
	Total	329	100.0	100.0	

Not enough time available to spend with friends and family

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	8	2.4	2.4	2.4
	Slightly Stressed	16	4.9	4.9	7.3
	Quite Stressed	29	8.8	8.8	16.1
	Moderate Stressed	52	15.8	15.8	31.9
	Really Stressed	87	26.4	26.4	58.4
	Very Stressed	80	24.3	24.3	82.7
	A lot of Stressed	57	17.3	17.3	100.0
	Total	329	100.0	100.0	

APPENDIX

Paperwork

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	9	2.7	2.7	2.7
	Slightly Stressed	17	5.2	5.2	7.9
	Quite Stressed	30	9.1	9.1	17.0
	Moderate Stressed	54	16.4	16.4	33.4
	Really Stressed	74	22.5	22.5	55.9
	Very Stressed	85	25.8	25.8	81.8
	A lot of Stressed	60	18.2	18.2	100.0
	Total	329	100.0	100.0	

Eating healthy at work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	26	7.9	7.9	7.9
	Slightly Stressed	26	7.9	7.9	15.8
	Quite Stressed	35	10.6	10.6	26.4
	Moderate Stressed	62	18.8	18.8	45.3
	Really Stressed	68	20.7	20.7	66.0
	Very Stressed	70	21.3	21.3	87.2
	A lot of Stressed	42	12.8	12.8	100.0
	Total	329	100.0	100.0	

Finding time to stay in good physical condition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	19	5.8	5.8	5.8
	Slightly Stressed	21	6.4	6.4	12.2
	Quite Stressed	44	13.4	13.4	25.5
	Moderate Stressed	58	17.6	17.6	43.2
	Really Stressed	85	25.8	25.8	69.0
	Very Stressed	62	18.8	18.8	87.8
	A lot of Stressed	40	12.2	12.2	100.0
	Total	329	100.0	100.0	

APPENDIX

Fatigue (shift work, over time)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	10	3.0	3.0	3.0
	Slightly Stressed	17	5.2	5.2	8.2
	Quite Stressed	35	10.6	10.6	18.8
	Moderate Stressed	58	17.6	17.6	36.5
	Really Stressed	82	24.9	24.9	61.4
	Very Stressed	74	22.5	22.5	83.9
	A lot of Stressed	53	16.1	16.1	100.0
	Total	329	100.0	100.0	

Occupational-related health issues (back pain)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	11	3.3	3.3	3.3
	Slightly Stressed	16	4.9	4.9	8.2
	Quite Stressed	29	8.8	8.8	17.0
	Moderate Stressed	62	18.8	18.8	35.9
	Really Stressed	90	27.4	27.4	63.2
	Very Stressed	76	23.1	23.1	86.3
	A lot of Stressed	45	13.7	13.7	100.0
	Total	329	100.0	100.0	

Lack of understanding from family and friends about your work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	13	4.0	4.0	4.0
	Slightly Stressed	23	7.0	7.0	10.9
	Quite Stressed	29	8.8	8.8	19.8
	Moderate Stressed	68	20.7	20.7	40.4
	Really Stressed	81	24.6	24.6	65.0
	Very Stressed	63	19.1	19.1	84.2
	A lot of Stressed	52	15.8	15.8	100.0
	Total	329	100.0	100.0	

APPENDIX

Making friends outside the job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	21	6.4	6.4	6.4
	Slightly Stressed	24	7.3	7.3	13.7
	Quite Stressed	33	10.0	10.0	23.7
	Moderate Stressed	50	15.2	15.2	38.9
	Really Stressed	78	23.7	23.7	62.6
	Very Stressed	86	26.1	26.1	88.8
	A lot of Stressed	37	11.2	11.2	100.0
	Total	329	100.0	100.0	

Upholding a "higher image" in public

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	17	5.2	5.2	5.2
	Slightly Stressed	22	6.7	6.7	11.9
	Quite Stressed	29	8.8	8.8	20.7
	Moderate Stressed	49	14.9	14.9	35.6
	Really Stressed	80	24.3	24.3	59.9
	Very Stressed	85	25.8	25.8	85.7
	A lot of Stressed	47	14.3	14.3	100.0
	Total	329	100.0	100.0	

Negative comments from the public

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	8	2.4	2.4	2.4
	Slightly Stressed	16	4.9	4.9	7.3
	Quite Stressed	48	14.6	14.6	21.9
	Moderate Stressed	47	14.3	14.3	36.2
	Really Stressed	75	22.8	22.8	59.0
	Very Stressed	75	22.8	22.8	81.8
	A lot of Stressed	60	18.2	18.2	100.0
	Total	329	100.0	100.0	

APPENDIX

Limitations to your social life (eg who your friends are, where you socialize)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	9	2.7	2.7	2.7
	Slightly Stressed	19	5.8	5.8	8.5
	Quite Stressed	40	12.2	12.2	20.7
	Moderate Stressed	46	14.0	14.0	34.7
	Really Stressed	70	21.3	21.3	55.9
	Very Stressed	81	24.6	24.6	80.5
	A lot of Stressed	64	19.5	19.5	100.0
	Total	329	100.0	100.0	

Feeling like you are always on the job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	6	1.8	1.8	1.8
	Slightly Stressed	22	6.7	6.7	8.5
	Quite Stressed	33	10.0	10.0	18.5
	Moderate Stressed	48	14.6	14.6	33.1
	Really Stressed	61	18.5	18.5	51.7
	Very Stressed	77	23.4	23.4	75.1
	A lot of Stressed	82	24.9	24.9	100.0
	Total	329	100.0	100.0	

Friends/family feel the effects of the stigma associated with your job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	8	2.4	2.4	2.4
	Slightly Stressed	22	6.7	6.7	9.1
	Quite Stressed	38	11.6	11.6	20.7
	Moderate Stressed	48	14.6	14.6	35.3
	Really Stressed	54	16.4	16.4	51.7
	Very Stressed	64	19.5	19.5	71.1
	A lot of Stressed	95	28.9	28.9	100.0
	Total	329	100.0	100.0	

APPENDIX

Organization Stress

Statistics

Organizational Stress

N	Valid	329
	Missing	0
Mean		4.8340
Std. Deviation		1.21167

Statistics

		Dealing with co-workers	The feeling that different rules apply to different people	Feeling like you always have to prove yourself to the organization	Excessive administrative duties	Constant changes in policy/legislation
N	Valid	329	329	329	329	329
	Missing	0	0	0	0	0
Mean		4.5927	4.8754	4.8389	4.8784	4.8541
Std. Deviation		1.65962	1.52409	1.43185	1.48687	1.42815

Statistics

		Staff shortages	Bureaucratic red tape	Too much computer works	Lack of training on new equipment	Perceived pressure to volunteer free time
N	Valid	329	329	329	329	329
	Missing	0	0	0	0	0
Mean		5.0578	4.8450	4.7447	4.7599	4.8511
Std. Deviation		1.51205	1.43465	1.53273	1.58310	1.48334

Statistics

		Dealing with supervisors	Inconsistent leadership style	Lack of resources	Unequal sharing of work responsibilities	If you are sick or injured your co-workers seem to look down on you
N	Valid	329	329	329	329	329
	Missing	0	0	0	0	0
Mean		4.9544	4.9939	5.0638	4.9878	4.7690
Std. Deviation		1.54635	1.49999	1.50169	1.44403	1.56607

APPENDIX

Statistics

		Leaders over emphasis the negatives	Interval investigation	Dealing the court system	The need to be accountable for doing your job	Inadequate equipment
N	Valid	329	329	329	329	329
	Missing	0	0	0	0	0
Mean		4.8389	4.644	4.3982	4.7660	4.9666
Std. Deviation		1.51463	1.6149	1.84691	1.62955	1.55845

Dealing with co-workers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	23	7.0	7.0	7.0
	Slightly Stressed	24	7.3	7.3	14.3
	Quite Stressed	27	8.2	8.2	22.5
	Moderate Stressed	62	18.8	18.8	41.3
	Really Stressed	76	23.1	23.1	64.4
	Very Stressed	88	26.7	26.7	91.2
	A lot of Stressed	29	8.8	8.8	100.0
	Total	329	100.0	100.0	

The feeling that different rules apply to different people

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	9	2.7	2.7	2.7
	Slightly Stressed	18	5.5	5.5	8.2
	Quite Stressed	32	9.7	9.7	17.9
	Moderate Stressed	59	17.9	17.9	35.9
	Really Stressed	90	27.4	27.4	63.2
	Very Stressed	70	21.3	21.3	84.5
	A lot of Stressed	51	15.5	15.5	100.0
	Total	329	100.0	100.0	

APPENDIX

Feeling like you always have to prove yourself to the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	7	2.1	2.1	2.1
	Slightly Stressed	15	4.6	4.6	6.7
	Quite Stressed	39	11.9	11.9	18.5
	Moderate Stressed	60	18.2	18.2	36.8
	Really Stressed	80	24.3	24.3	61.1
	Very Stressed	98	29.8	29.8	90.9
	A lot of Stressed	30	9.1	9.1	100.0
	Total	329	100.0	100.0	

Excessive administrative duties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	8	2.4	2.4	2.4
	Slightly Stressed	22	6.7	6.7	9.1
	Quite Stressed	29	8.8	8.8	17.9
	Moderate Stressed	48	14.6	14.6	32.5
	Really Stressed	96	29.2	29.2	61.7
	Very Stressed	88	26.7	26.7	88.4
	A lot of Stressed	38	11.6	11.6	100.0
	Total	329	100.0	100.0	

Constant changes in policy/legislation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	5	1.5	1.5	1.5
	Slightly Stressed	17	5.2	5.2	6.7
	Quite Stressed	35	10.6	10.6	17.3
	Moderate Stressed	64	19.5	19.5	36.8
	Really Stressed	92	28.0	28.0	64.7
	Very Stressed	75	22.8	22.8	87.5
	A lot of Stressed	41	12.5	12.5	100.0
	Total	329	100.0	100.0	

APPENDIX

Staff shortages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	8	2.4	2.4	2.4
	Slightly Stressed	15	4.6	4.6	7.0
	Quite Stressed	28	8.5	8.5	15.5
	Moderate Stressed	54	16.4	16.4	31.9
	Really Stressed	76	23.1	23.1	55.0
	Very Stressed	90	27.4	27.4	82.4
	A lot of Stressed	58	17.6	17.6	100.0
	Total	329	100.0	100.0	

Bureaucratic red tape

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	6	1.8	1.8	1.8
	Slightly Stressed	19	5.8	5.8	7.6
	Quite Stressed	32	9.7	9.7	17.3
	Moderate Stressed	62	18.8	18.8	36.2
	Really Stressed	89	27.1	27.1	63.2
	Very Stressed	86	26.1	26.1	89.4
	A lot of Stressed	35	10.6	10.6	100.0
	Total	329	100.0	100.0	

Too much computer works

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	10	3.0	3.0	3.0
	Slightly Stressed	22	6.7	6.7	9.7
	Quite Stressed	34	10.3	10.3	20.1
	Moderate Stressed	65	19.8	19.8	39.8
	Really Stressed	82	24.9	24.9	64.7
	Very Stressed	77	23.4	23.4	88.1
	A lot of Stressed	39	11.9	11.9	100.0
	Total	329	100.0	100.0	

APPENDIX

Lack of training on new equipment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	10	3.0	3.0	3.0
	Slightly Stressed	23	7.0	7.0	10.0
	Quite Stressed	41	12.5	12.5	22.5
	Moderate Stressed	58	17.6	17.6	40.1
	Really Stressed	68	20.7	20.7	60.8
	Very Stressed	88	26.7	26.7	87.5
	A lot of Stressed	41	12.5	12.5	100.0
	Total	329	100.0	100.0	

Perceived pressure to volunteer free time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	6	1.8	1.8	1.8
	Slightly Stressed	20	6.1	6.1	7.9
	Quite Stressed	35	10.6	10.6	18.5
	Moderate Stressed	59	17.9	17.9	36.5
	Really Stressed	90	27.4	27.4	63.8
	Very Stressed	74	22.5	22.5	86.3
	A lot of Stressed	45	13.7	13.7	100.0
	Total	329	100.0	100.0	

Dealing with supervisors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	6	1.8	1.8	1.8
	Slightly Stressed	24	7.3	7.3	9.1
	Quite Stressed	35	10.6	10.6	19.8
	Moderate Stressed	45	13.7	13.7	33.4
	Really Stressed	69	21.0	21.0	54.4
	Very Stressed	104	31.6	31.6	86.0
	A lot of Stressed	46	14.0	14.0	100.0
	Total	329	100.0	100.0	

APPENDIX

Inconsistent leadership style

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	6	1.8	1.8	1.8
	Slightly Stressed	17	5.2	5.2	7.0
	Quite Stressed	37	11.2	11.2	18.2
	Moderate Stressed	45	13.7	13.7	31.9
	Really Stressed	84	25.5	25.5	57.4
	VeryStressed	88	26.7	26.7	84.2
	A lot of Stressed	52	15.8	15.8	100.0
	Total	329	100.0	100.0	

Lack of resources

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	6	1.8	1.8	1.8
	Slightly Stressed	20	6.1	6.1	7.9
	Quite Stressed	27	8.2	8.2	16.1
	Moderate Stressed	42	12.8	12.8	28.9
	Really Stressed	90	27.4	27.4	56.2
	Very Stressed	87	26.4	26.4	82.7
	A lot of Stressed	57	17.3	17.3	100.0
	Total	329	100.0	100.0	

Unequal sharing of work responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	3	.9	.9	.9
	Slightly Stressed	20	6.1	6.1	7.0
	Quite Stressed	32	9.7	9.7	16.7
	Moderate Stressed	52	15.8	15.8	32.5
	Really Stressed	84	25.5	25.5	58.1
	Very Stressed	92	28.0	28.0	86.0
	A lot of Stressed	46	14.0	14.0	100.0
	Total	329	100.0	100.0	

APPENDIX

If you are sick or injured your co-workers seem to look down on you

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	17	5.2	5.2	5.2
	Slightly Stressed	11	3.3	3.3	8.5
	Quite Stressed	36	10.9	10.9	19.5
	Moderate Stressed	64	19.5	19.5	38.9
	Really Stressed	81	24.6	24.6	63.5
	Very Stressed	79	24.0	24.0	87.5
	A lot of Stressed	41	12.5	12.5	100.0
	Total	329	100.0	100.0	

Leaders over emphasis the negatives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	7	2.1	2.1	2.1
	Slightly Stressed	24	7.3	7.3	9.4
	Quite Stressed	30	9.1	9.1	18.5
	Moderate Stressed	60	18.2	18.2	36.8
	Really Stressed	84	25.5	25.5	62.3
	Very Stressed	81	24.6	24.6	86.9
	A lot of Stressed	43	13.1	13.1	100.0
	Total	329	100.0	100.0	

Interval investigation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	13	4.0	4.0	4.0
	Slightly Stressed	28	8.5	8.5	12.5
	Quite Stressed	39	11.9	11.9	24.3
	Moderate Stressed	56	17.0	17.0	41.3
	Really Stressed	76	23.1	23.1	64.4
	Very Stressed	81	24.6	24.6	89.1
	A lot of Stressed	36	10.9	10.9	100.0
	Total	329	100.0	100.0	

APPENDIX

Dealing the court system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	37	11.2	11.2	11.2
	Slightly Stressed	25	7.6	7.6	18.8
	Quite Stressed	37	11.2	11.2	30.1
	Moderate Stressed	50	15.2	15.2	45.3
	Really Stressed	68	20.7	20.7	66.0
	Very Stressed	75	22.8	22.8	88.8
	A lot of Stressed	37	11.2	11.2	100.0
	Total	329	100.0	100.0	

The need to be accountable for doing your job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	15	4.6	4.6	4.6
	Slightly Stressed	24	7.3	7.3	11.9
	Quite Stressed	29	8.8	8.8	20.7
	Moderate Stressed	55	16.7	16.7	37.4
	Really Stressed	85	25.8	25.8	63.2
	Very Stressed	74	22.5	22.5	85.7
	A lot of Stressed	47	14.3	14.3	100.0
	Total	329	100.0	100.0	

Inadequate equipment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Stress	14	4.3	4.3	4.3
	Slightly Stressed	11	3.3	3.3	7.6
	Quite Stressed	31	9.4	9.4	17.0
	Moderate Stressed	54	16.4	16.4	33.4
	Really Stressed	76	23.1	23.1	56.5
	Very Stressed	92	28.0	28.0	84.5
	A lot of Stressed	51	15.5	15.5	100.0
	Total	329	100.0	100.0	

APPENDIX

WORK ENGAGEMENT

Statistics

Work Engagement

N	Valid	329
	Missing	0
Mean		4.5260
Std. Deviation		1.19939

Statistics

		At my work, I feel bursting with energy	I find the work that I do full of meaning and purpose	Time flies when I'm working	At my job, I feel strong and vigorous	I am enthusiastic about my job	When I am working, I forget everything else around me
N	Valid	329	329	329	329	329	329
	Missing	0	0	0	0	0	0
Mean		4.5076	4.4043	4.7872	4.5836	4.3982	4.4134
Std. Deviation		1.56391	1.65577	1.66849	1.53610	1.56645	1.73889

Statistics

		My job inspires me	When I get up in the morning, I feel like going to work	I feel happy when I am working intensely	I am proud on the work that I do	I am involved oneself deeply in my work	I can continue working for every long periods at a time
N	Valid	329	329	329	329	329	329
	Missing	0	0	0	0	0	0
Mean		4.5410	4.3647	4.4772	4.8116	4.6170	4.3404
Std. Deviation		1.63582	1.67681	1.53623	1.53050	1.52194	1.66370

Statistics

		To me, my job is challenging	I get carried away when I'm working	At my job, I am very resilient, mentally	It is difficult to detach myself from my job	At my work I always preserve, even when things do not go well
N	Valid	329	329	329	329	329
	Missing	0	0	0	0	0
Mean		4.7964	4.6018	4.4225	4.3921	4.4833
Std. Deviation		1.65035	1.56256	1.62514	1.58539	1.72867

APPENDIX

At my work, I feel bursting with energy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	10	3.0	3.0	3.0
	Almost Never	24	7.3	7.3	10.3
	Rarely	57	17.3	17.3	27.7
	Sometimes	72	21.9	21.9	49.5
	Often	65	19.8	19.8	69.3
	Very Often	66	20.1	20.1	89.4
	Always	35	10.6	10.6	100.0
	Total	329	100.0	100.0	

I find the work that I do full of meaning and purpose

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	21	6.4	6.4	6.4
	Almost Never	22	6.7	6.7	13.1
	Rarely	47	14.3	14.3	27.4
	Sometimes	83	25.2	25.2	52.6
	Often	65	19.8	19.8	72.3
	Very Often	51	15.5	15.5	87.8
	Always	40	12.2	12.2	100.0
	Total	329	100.0	100.0	

Time flies when I'm working

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	6	1.8	1.8	1.8
	Almost Never	32	9.7	9.7	11.6
	Rarely	40	12.2	12.2	23.7
	Sometimes	63	19.1	19.1	42.9
	Often	59	17.9	17.9	60.8
	Very Often	65	19.8	19.8	80.5
	Always	64	19.5	19.5	100.0
	Total	329	100.0	100.0	

APPENDIX

At my job, I feel strong and vigorous

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	9	2.7	2.7	2.7
	Almost Never	23	7.0	7.0	9.7
	Rarely	53	16.1	16.1	25.8
	Sometimes	63	19.1	19.1	45.0
	Often	78	23.7	23.7	68.7
	Very Often	69	21.0	21.0	89.7
	Always	34	10.3	10.3	100.0
	Total	329	100.0	100.0	

I am enthusiastic about my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	13	4.0	4.0	4.0
	Almost Never	34	10.3	10.3	14.3
	Rarely	40	12.2	12.2	26.4
	Sometimes	79	24.0	24.0	50.5
	Often	76	23.1	23.1	73.6
	Very Often	59	17.9	17.9	91.5
	Always	28	8.5	8.5	100.0
	Total	329	100.0	100.0	

When I am working, I forget everything else around me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	24	7.3	7.3	7.3
	Almost Never	30	9.1	9.1	16.4
	Rarely	40	12.2	12.2	28.6
	Sometimes	68	20.7	20.7	49.2
	Often	67	20.4	20.4	69.6
	Very Often	59	17.9	17.9	87.5
	Always	41	12.5	12.5	100.0
	Total	329	100.0	100.0	

APPENDIX

My job inspires me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	17	5.2	5.2	5.2
	Almost Never	14	4.3	4.3	9.4
	Rarely	58	17.6	17.6	27.1
	Sometimes	74	22.5	22.5	49.5
	Often	64	19.5	19.5	69.0
	Very Often	55	16.7	16.7	85.7
	Always	47	14.3	14.3	100.0
	Total	329	100.0	100.0	

When I get up in the morning, I feel like going to work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	25	7.6	7.6	7.6
	Almost Never	23	7.0	7.0	14.6
	Rarely	43	13.1	13.1	27.7
	Sometimes	80	24.3	24.3	52.0
	Often	67	20.4	20.4	72.3
	Very Often	56	17.0	17.0	89.4
	Always	35	10.6	10.6	100.0
	Total	329	100.0	100.0	

I feel happy when I am working intensely

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	10	3.0	3.0	3.0
	Almost Never	30	9.1	9.1	12.2
	Rarely	47	14.3	14.3	26.4
	Sometimes	67	20.4	20.4	46.8
	Often	86	26.1	26.1	72.9
	Very Often	59	17.9	17.9	90.9
	Always	30	9.1	9.1	100.0
	Total	329	100.0	100.0	

APPENDIX

I am proud on the work that I do

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	9	2.7	2.7	2.7
	Almost Never	16	4.9	4.9	7.6
	Rarely	36	10.9	10.9	18.5
	Sometimes	75	22.8	22.8	41.3
	Often	76	23.1	23.1	64.4
	Very Often	65	19.8	19.8	84.2
	Always	52	15.8	15.8	100.0
	Total	329	100.0	100.0	

I am involved oneself deeply in my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	10	3.0	3.0	3.0
	Almost Never	21	6.4	6.4	9.4
	Rarely	47	14.3	14.3	23.7
	Sometimes	69	21.0	21.0	44.7
	Often	73	22.2	22.2	66.9
	Very Often	78	23.7	23.7	90.6
	Always	31	9.4	9.4	100.0
	Total	329	100.0	100.0	

I can continue working for every long periods at a time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	26	7.9	7.9	7.9
	Almost Never	16	4.9	4.9	12.8
	Rarely	58	17.6	17.6	30.4
	Sometimes	73	22.2	22.2	52.6
	Often	63	19.1	19.1	71.7
	Very Often	62	18.8	18.8	90.6
	Always	31	9.4	9.4	100.0
	Total	329	100.0	100.0	

APPENDIX

To me, my job is challenging

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	10	3.0	3.0	3.0
	Almost Never	21	6.4	6.4	9.4
	Rarely	45	13.7	13.7	23.1
	Sometimes	61	18.5	18.5	41.6
	Often	70	21.3	21.3	62.9
	Very Often	57	17.3	17.3	80.2
	Always	65	19.8	19.8	100.0
	Total	329	100.0	100.0	

I get carried away when I'm working

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	11	3.3	3.3	3.3
	Almost Never	20	6.1	6.1	9.4
	Rarely	55	16.7	16.7	26.1
	Sometimes	59	17.9	17.9	44.1
	Often	80	24.3	24.3	68.4
	Very Often	66	20.1	20.1	88.4
	Always	38	11.6	11.6	100.0
	Total	329	100.0	100.0	

At my job, I am very resilient, mentally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	16	4.9	4.9	4.9
	Almost Never	32	9.7	9.7	14.6
	Rarely	47	14.3	14.3	28.9
	Sometimes	59	17.9	17.9	46.8
	Often	83	25.2	25.2	72.0
	Very Often	61	18.5	18.5	90.6
	Always	31	9.4	9.4	100.0
	Total	329	100.0	100.0	

APPENDIX

It is difficult to detach myself from my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	11	3.3	3.3	3.3
	Almost Never	35	10.6	10.6	14.0
	Rarely	56	17.0	17.0	31.0
	Sometimes	58	17.6	17.6	48.6
	Often	77	23.4	23.4	72.0
	Very Often	65	19.8	19.8	91.8
	Always	27	8.2	8.2	100.0
	Total	329	100.0	100.0	

At my work I always preserve, even when things do not go well

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	19	5.8	5.8	5.8
	Almost Never	32	9.7	9.7	15.5
	Rarely	43	13.1	13.1	28.6
	Sometimes	61	18.5	18.5	47.1
	Often	72	21.9	21.9	69.0
	Very Often	55	16.7	16.7	85.7
	Always	47	14.3	14.3	100.0
	Total	329	100.0	100.0	

APPENDIX

CORRELATION

Correlations

		Operational Stress	Organizational Stress	Work Engagement
Operational Stress	Pearson Correlation	1	.841**	-.167**
	Sig. (2-tailed)		.000	.002
	N	329	329	329
Organizational Stress	Pearson Correlation	.841**	1	-.179**
	Sig. (2-tailed)	.000		.001
	N	329	329	329
Work Engagement	Pearson Correlation	-.167**	-.179**	1
	Sig. (2-tailed)	.002	.001	
	N	329	329	329

** Correlation is significant at the 0.01 level (2-tailed).



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APPENDIX

REGRESSION

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.167 ^a	.028	.025	1.18432

a. Predictors: (Constant), Operational Stress

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.186	1	13.186	9.401	.002 ^b
	Residual	458.655	327	1.403		
	Total	471.840	328			

a. Dependent Variable: Work Engagement

b. Predictors: (Constant), Operational Stress

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	5.346	.275		19.421	.000
	Operational Stress	-.169	.055	-.167	-3.066	.002

a. Dependent Variable: Work Engagement

APPENDIX

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.179 ^a	.032	.029	1.18176

a. Predictors: (Constant), Organizational Stress

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.163	1	15.163	10.857	.001 ^b
	Residual	456.678	327	1.397		
	Total	471.840	328			

a. Dependent Variable: Work Engagement

b. Predictors: (Constant), Organizational Stress

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	5.384	.268		20.062	.000
	Organizational Stress	-.177	.054	-.179	-3.295	.001

a. Dependent Variable: Work Engagement